

Minutes of the Meeting of the  
Special Study Group

Planning and Program  
Coordination Staff

The Special Study Group met in K Building, Room 1037, on Thursday, July 29,  
1954, at 2:05 p.m.

MEMBERS OF THE SPECIAL STUDY GROUP

Lt. Gen. James H. Doolittle  
Mr. J. Patrick Coyne  
Mr. William Birrell Franke  
Mr. Morris Hadley  
Mr. William D. Pawley  
Mr. S. Paul Johnston

OTHERS PRESENT (FROM PPC STAFF)

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General Balmer opened the discussion by giving the general functions of the  
Clandestine Services, their origin and organization. This was followed by a  
detailed breakdown of the Planning and Program Coordination Staff, to include the  
positions of all personnel.

CLANDESTINE SERVICES PLANNING SYSTEM

Authority

- a. Organization of CIA Clandestine Services - 15 July 1952

"Establish in the Immediate Office of the Deputy Director  
(Plans) staff elements specializing in long-range planning and  
programming and review and analysis".

- b. Frank Wisner's statement: 8 September 1953

"CIA programs -- at least on the 'action' side -- must be directly related to and specifically designed to be in support of our foreign policy and military objectives; otherwise they become meaningless and in some cases actually mischievous."

- c. Mr. Allen Dulles' statement: 19 December 1953

. . . . Our objective was, and remains the same: to convert our Mission into a long-term facility devoted primarily to the secure management of covert operations.

\* \* \* \*

. . . . The Washington Headquarters will undertake steps to accomplish the following:

\* \* \* \*

Establishment of an integrated, single list of requirements and priorities to govern all CIA covert operations . . . .

Insure that future planning is realistic in terms of actual and anticipated operational capabilities.

- d. Excerpt from DCI Memorandum of 23 April 1954 to DD/P, subject: Implementation of NSC 5412.

The planning and programming system for the Clandestine Services will be designed to insure that covert operations are within the types authorized by NSC 5412 and are planned and conducted in a manner consistent with United States foreign and military policies. The planning and programming of covert

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operations and espionage and counter-espionage will be integrated to the extent feasible, using common documents where applicable with separate annexes for the different functional activities.

PPC Staff

The PPC Staff has many responsibilities and the ones we are going to look over this afternoon are:

- a. We are responsible for the collection, interpretation, and dissemination of policy.
- b. We are responsible for the development of a planning system to put these policy directives into effect.

Our Planning System is designed:

- a. To conform with higher level purposes and standards, and give Staffs and Divisions a clear and more complete picture of what is expected of them.
- b. To provide a foundation for operational planning early and complete enough to be a real base for administrative, fiscal, and logistical planning.

Chart I was exposed, which set forth the basic features of the Planning System:

- a. First of all we must be informed as to what we are supposed to do. This information comes from our policy directives.
- b. Secondly, we take these policy directives and place them in a General Plan covering the entire field of our responsibilities.
- c. Third, from the General Plan we prepare a budget program for each division, setting forth those items which we feel that we should try to do in the next fiscal year.

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- d. Fourth, after the budget and personnel ceilings are firmed, the tasks are assigned to the divisions for operational accomplishment and -
- e. Last, Regular reports from the field to analyze and evaluate our performance against the tasks assigned.

To implement the first item we have the Policy Book of the Clandestine Services - which sets forth directives from the National Security Council, the aspects of the accepted war plans of the Joint Chiefs of Staff, and the directives published by the Director of Central Intelligence and the Deputy Director (Plans). Our policy directives come to us through the chain of command; namely, the President, National Security Council, Director of Central Intelligence, and Deputy Director (Plans). We obtain policy guidance on a day to day basis directly from the State Department, the Department of Defense, the Operations Coordinating Board and other agencies of the government, as appropriate. The Clandestine Services participate in the development of National Security Council directives by reviewing the drafts sent to us from the Planning Board of the National Security Council. When the National Security Council directive is finalized, it comes to us in the form of an approved document, usually approved by the President.

National Security Council policy documents are not suitable for direct operational use. Here a few examples of National Security Council policy were read.

It is the function of this Staff to take these policy directives, interpret them, simplify them, and disseminate them for the use of operators. --- At this point a copy of the policy book was distributed to each member of the Study Group.

The Introduction to the Policy Book was discussed and note was taken that other details in the book would be discussed later.

Pertinent extracts of the Policy Book are now authorized to be sent to the field on a "need to know" basis.

GENERAL PLAN

This Plan sets forth the tentative tasks that we have been given in the form of policy directives as shown in the Policy Book. It is for all countries worldwide. It has been developed step by step in consultation with divisions, branches, areas, and staff planners. It has been concurred in by all and approved by the Deputy Director (Plans) in January 1954.

A large chart of the check lists for the Free Areas of the World was then exposed and explained. The broad statement of objectives included in this check list are as follows:

a. Behind the Iron Curtain our aim is to exploit political and economic weaknesses in the Communist orbit, to encourage internal opposition and resistance, to induce the defection of Soviet and important satellite personnel, and to keep alive in the minds of the non-Communists behind the Curtain the idea that they are not forgotten and the hope for eventual liberation from Communist oppression.

b. In the free world our objectives are to combat Communist political parties, groups and front organizations, to assist in anti-Communist movements in the fields of labor, youth, culture and the professions, to help support persons, organizations, movements, and political forces which are working for ends consistent with U. S. objectives, and to help establish and support stable friendly governments.

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Briefly, the interpretation of the Check Marks and X Marks are as follows:

a. On these pages, a Check Mark means: This objective in relation to this Country --

Is authorized by policy; AND

Is operationally feasible for action in FY 1956; AND

Would be desirable and profitable in the U.S. interest; AND

Should be undertaken if we can provide the support capability required.

b. An X Mark means: This objective, in relation to this country --

Is not authorized by existing policy; OR

Is not operationally possible by FY 1956, no matter how heavily we support it; OR

Would not be profitable enough to justify the cost and effort, even if substantially accomplished.

c. Some Check Marks may be contingencies, not certain to occur but possible enough to require anticipation and preparation now for action if they should occur in FY 1956. Example: Item 9, Replacement of Indigenous Government, Column D.

d. These Check Marks are dreams. We are not doing nearly all of them now. We cannot do nearly all of them by FY 1956. They are the Target of what we ought to be doing, to assure that we keep our sights high enough to do as many and as much of these as we can within our resources.

- - - - - At this point a copy of the CS General Plan for 1956 was distributed to the members of the Special Study Group and their specific attention was called to the items in the Policy Book which were specifically included in the

General Plan. Items were pointed out in the Near East and specifically, Iran.

It was next pointed out that this Check List had many uses and probably most important of all is the fact that we all work under a common directive, that is we can concentrate on the base targets. The Check List provides a system of management control, it simplifies fiscal and logistic support and saves labor and manpower. - - - - -

- - - - - At this point a large stack of documents formerly produced were pointed out with the statement that that type of document was no longer necessary with the Check List System.

#### BUDGET PROGRAM

This is the program produced annually in which the firm tasks are set forth. This program establishes justification based on national directives to expand operations where feasible. It forms the basis for our personnel, money, and other support.

- - - Copies of the NEA Area Division budget program were then passed out and specific pages were pointed out; namely, <sup>25X1X4</sup> [REDACTED] which showed the summary of intelligence, summary of accomplishments, summary of capabilities, and the project detail, which in turn showed authority, objectives, accomplishments, personnel, materiel, and funds. This same detail was referred to under <sup>25X1X4</sup> [REDACTED] also. It was pointed out that the budget program is not and must not be tied to a money or personnel ceiling at this stage. This budget program must include the items we should and could do toward fulfilling the national directives which we have received.

PROJECT STAGE

This is the stage after the budget has been approved where tasks are firmly assigned for accomplishment. The project mechanism was discussed and the budget program was again referred to, specifically in the section on Iran and one project was pointed out in that section. The actual project was then shown to the Special Study Group, -- again emphasizing that the project, which is the basic vehicle for operations, is firmly tied back through the budget program, the General Plan for the fiscal year and the Policy Book, which contains the directives.

REPORTS AND ANALYSIS

It was explained that the reporting system of the Clandestine Services started with the monthly or at least quarterly reports from the overseas case officers. These are operational reports. Each month the Washington case officer prepares an operational report. The Branch Chief prepares a quarterly report and it is at this point that analysis of the operations starts. The Division Chief places on these quarterly reports his comments regarding the highlights of his division for the quarter. The quarterly reports then go to the Senior Staffs; namely, Foreign Intelligence Staff, Psychological and Paramilitary Operations Staff, where they receive a thorough analysis and evaluation. These quarterly reports are then furnished to the PPC Staff where it is the function of this office to put on an over-all evaluation and transmit these reports to the Deputy Director (Plans) and the Director of Central Intelligence.

It was explained that the Reports and Analysis system is still in embryo stage and is being developed on a systematic basis.

- - - A Chart was then shown indicating that cold war plans and projects that we have now may be the hot war assets of the future and that in our planning we tried to incorporate in any appropriate project the longer range war planning view.

Can be sanitized  
with names and  
specifics (e.g. countries  
omitted)

Jim : subsequently  
decided it would be  
best to withhold  
this (DIF) Frank